

## THE INFLUENCE OF HUMAN RESOURCES DEVELOPMENT ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS IN THE AGENCY OF PERSONNEL AND HUMAN RESOURCES DEVELOPMENT IN THE CITY OF MAKASSAR

Nilam Permatasari<sup>1\*</sup>, Sitti Hasbiah<sup>2</sup>, Agung Widhi Kurniawan<sup>3</sup>,  
Chalid Imran Musa<sup>4</sup>, M. Ikhwan Maulana Haeruddin<sup>5</sup>

<sup>1-5</sup> Management Study Program, Faculty of Economics and Business,  
Makassar State University, Makassar, Indonesia

E-mail: <sup>1)</sup> [nilampermatasari612@gmail.com](mailto:nilampermatasari612@gmail.com), <sup>2)</sup> [hasbiahsitti@gmail.com](mailto:hasbiahsitti@gmail.com),

<sup>3)</sup> [agungwk.unm@gmail.com](mailto:agungwk.unm@gmail.com), <sup>4)</sup> [chalidimranmusa1962@gmail.com](mailto:chalidimranmusa1962@gmail.com),

<sup>5)</sup> [ikhwan.maulana@unm.ac.id](mailto:ikhwan.maulana@unm.ac.id)

### Abstract

*The effective development of human resources plays a crucial role in enhancing organizational performance. In today's competitive environment, organizations recognize the significance of investing in the development of their employees to achieve sustainable success. The Makassar City Regional Personnel and Human Resource Development Agency, like many other institutions, seeks to optimize the performance of its State Civil Apparatus (ASN) employees. However, limited research has specifically explored the relationship between human resource development and employee performance within this context. This study aims to investigate the influence of human resource development on the performance of ASN employees at the Makassar City Regional Personnel and Human Resource Development Agency. The study utilizes primary and secondary data from a sample of 69 individuals. A quantitative approach is employed, and the data is analyzed using simple linear regression analysis. Questionnaires were distributed to the ASN employees, and various analysis techniques were applied, including validity and reliability tests, classical assumption tests, heteroscedasticity tests, hypothesis testing (T test), and coefficient of determination. The findings reveal a significant positive influence of human resource development on employee performance. This implies that increased levels of HR development led to improved employee performance. Therefore, it can be concluded that human resource development significantly affects the performance of ASN employees at the Makassar City Regional Personnel and Human Resource Development Agency.*

**Keywords:** Employee Performance, Human Resource Development, State Civil Apparatus

### 1. INTRODUCTION

Human resources are widely recognized as one of the most crucial assets within an agency. Proper management and utilization of human resources are essential to enhance the agency's effectiveness and efficiency. According to Irmayani (2021), human resource management involves regulating relationships and roles within the workforce to effectively utilize, develop, evaluate, and manage agency human resources for optimal utilization. Nawawi (in Utama (2020)) defines human resources (HR) as individuals who work and act, representing quantitatively measurable agency assets.

The development of human resources within an agency holds great significance as it positively impacts employees. Through education and training, employees can enhance their skills and knowledge. Training and development, as noted by Kurniawanm (2012) and Widodo (2015), are essential activities undertaken by agencies to improve employee abilities through participation in training or learning. Irmayani (2022) emphasizes the

importance of employee development and evaluation within an agency. Employees must fulfill their duties and responsibilities, necessitating regulations to ensure a highly qualified and competent workforce and enhance overall performance.

Nugroho (2019) asserts that internal training and development programs within agencies are no longer optional but necessary to cultivate quality and competent human resources. Implementing human resource development programs in agencies is highly beneficial for employees, equipping them to face diverse challenges and assume different or higher responsibilities aligned with job requirements and assigned tasks. To achieve this, employee knowledge must be enhanced, whether through training or other activities that improve technical and intellectual skills. Employee availability and potential significantly impact an agency's image and performance.

To optimize employee performance and foster a strong sense of responsibility, agencies must prioritize human resource development programs encompassing training and education. Additionally, placing employees in positions and fields that align with their respective abilities is crucial. By considering these factors, agencies can empower their workforce and promote optimal performance in fulfilling their duties.

**Table 1. Data on the number of State Civil Apparatus (ASN) BKPSDMD  
Makassar City 2023**

| <b>No</b>              | <b>Field</b> | <b>Total<br/>Employees</b> |
|------------------------|--------------|----------------------------|
| 1                      | Secretariat  | 16                         |
| 2                      | Mutation     | 14                         |
| 3                      | Training     | 11                         |
| 4                      | Performance  | 12                         |
| 5                      | Procurement  | 16                         |
| <b>Total Employees</b> |              | <b>69</b>                  |

Based on the data provided in Table 1, the Makassar City Regional Personnel and Human Resources Development Agency employs a total of 69 State Civil Apparatus (ASN) employees. These employees hold various ranks and positions, which are crucial for effective government management. Previous research highlights the importance of comprehensive introduction programs, but it also emphasizes that such programs alone do not guarantee satisfactory job performance for new or existing employees. Therefore, it is essential to provide training and education to both new and experienced employees, enabling them to fulfill their assigned tasks and responsibilities effectively in the short and long term.

**Table 2. Data on the Review of Makassar City BKPSDMD Service Performance Achievement**

| No | Indicator   | Target of the 20th<br>Year Strategic Plan |       | Achievement<br>Realization Year To |         |
|----|---|---|-------|------------------------------------|---------|
|    |   | 2021                                      | 2022  | 2021                               | 2022    |
| 1  | Ratio of Higher and Secondary/Elementary Education Employees (%) (PNS does not include Teachers and Health Workers) | 100%                                      | 100%  | 300.70%                            | 342.22% |
| 2  | Functional Employee Ratio (PNS Excluding Teachers and Health Workers)   | 7.15%                                     | 7.24% | 76.74%                             | 75.07%  |
| 3  | Ratio of Competency Certified Functional Positions (PNS does not include Teachers and Health Workers)               | 100%                                      | 100%  | 226.67%                            | 243.90% |
| 4  | Average Length of Employee Receiving Education and Training   | 20JP                                      | 20JP  | 20JP                               | 20JP    |
| 5  | Percentage of Civil Servant Attending Formal Education and Training   | 2.86%                                     | 2.16% | 4.97%                              | 3.18%   |
| 6  | Percentage of ASN Officials who have attended Structural Education and Training                                     | 94%                                       | 91%   | 0                                  | 89.06%  |

Analyzing the data presented in Table 2, it is evident that the Makassar City BKPSDMD has achieved its strategic plan targets in terms of service performance. Over the years, service performance has shown a consistent increase. However, the effectiveness of the agency's performance in the last two years, specifically 2021-2022, has exhibited instability. This is indicated by fluctuations in the realization of service performance achievements, as depicted in Table 2.

In interviews with Mr. Muh. Septian Busri, S.STP, the Head of the General and Personnel Sub-Division, and Mr. Darus Moeslim, S.STP, the Head of the Career Pattern and Competency Development Sub-Division, it was confirmed that the instability in performance was attributed to the COVID-19 pandemic. During this period, employees faced challenges due to compliance with health protocols, including limitations on mass gatherings. To mitigate the impact, the agency implemented alternative measures by replacing face-to-face activities with Zoom Meetings. This adjustment proved to be effective in improving service performance within the agency. However, the employee's performance, which directly affects related agencies, was significantly influenced.

Mr. Muh. Septian Pahlevi Busri, S.STP, highlighted the impact of suboptimal employee performance on the agency. Persistent complaints from the public and external employees visiting the office indicated communication gaps between the Makassar City

BKPSDMD employees and external stakeholders. To address these issues, the agency has implemented human resource development programs aimed at enhancing employee performance. The specific development programs offered are outlined in Table 3.

**Table 3. Data on the Number of State Civil Servants (ASN) BKPSDMD Makassar City who have participated in the Training and Development program**

| No | Field       | Office  | Type Of Development   | Total Employees |
|----|-------------|---|---|-----------------|
| 1  | SECRETARIAT | 1. Head of Planning and Reporting Sub-Division                | 1. Training<br>2. Education<br>3. Apprenticeship<br>4. Job Rotation | 3 Employees     |
|    |             | 2. Head of General Affairs and Personnel Subdivision          | 5. Promotion<br>6. Guidance (Coaching)                              |                 |
|    |             | 3. Head of Sub Division of Finance                            | 7. Comparative Study  |                 |
| 2  | MUTATION    | 1. Head of Mutation Division                                  | 1. Training<br>2. Education<br>3. Apprenticeship<br>4. Job Rotation | 3 Employees     |
|    |             | 2. Youth Employment Analysis                                  | 5. Promotion<br>6. Guidance (Coaching)                              |                 |
|    |             | 3. Youth Employment Analysis                                  | 7. Comparative Study  |                 |
| 3  | TRAINING    | 1. Head of Training and Competency Development Division       | 1. Training<br>2. Education<br>3. Apprenticeship<br>4. Job Rotation | 3 Employees     |
|    |             | 2. Youth Employment Analysis                                  | 5. Promotion<br>6. Guidance (Coaching)                              |                 |
|    |             | 3. Youth Employment Analysis                                  | 7. Comparative Study  |                 |
| 4  | PERFORMANCE | 1. Sub-sector of State Civil Apparatus Performance Evaluation | 1. Training<br>2. Education<br>3. Apprenticeship<br>4. Job Rotation | 3 Employees     |
|    |             | 2. State Civil Apparatus Award (ASN) sub-field                | 5. Promotion<br>6. Guidance (Coaching)                              |                 |

| No | Field       | Office  | Type Of Development   | Total Employees |
|----|-------------|---|---|-----------------|
|    |             | 3. Sub-field of Protection, Termination and Discipline of State Civil Apparatus   | 7. Comparative Study  |                 |
| 5  | PROCUREMENT | 1. Sub-sector of Procurement and Appointment of State Civil Apparatus (ASN)<br>2. Data and Information Sub-sector<br>3. Sub-sector of State Civil Apparatus (ASN) Profession Facilitation | 1. Training<br>2. Education<br>3. Apprenticeship<br>4. Job Rotation<br>5. Promotion<br>6. Guidance (Coaching)<br>7. Comparative Study | 3 Employees     |

Table 3 provides an overview of the training and human resource development programs conducted by the Makassar City BKPSDMD office during a specific period. These programs aim to enhance employees' skills, knowledge, and attitudes. However, not all employees have had the opportunity to participate in these training and development initiatives, as indicated by the data presented in Table 3. The limited budget allocated for education and training activities has hindered the inclusion of all ASN employees.

Considering the aforementioned data and descriptions, the researcher is motivated to conduct a study titled "The Influence of Human Resource Development on the Performance of State Civil Apparatus (ASN) at the Makassar City Regional Personnel and Human Resource Development Agency." This study seeks to determine whether human resource development truly impacts the agency's performance. By investigating this variable, the researcher aims to contribute valuable insights to the field.

## 2. RESEARCH METHODS

This study adopts a quantitative approach with a descriptive design. The population for this research consists of the State Civil Apparatus (ASN) employees at the Makassar City Regional Personnel and Human Resources Development Agency, totaling 69 individuals distributed across various work sub-units, including the secretariat sector, mutation sector, education and training sector, performance sector, and procurement sector. According to Arikunto (2017), when the population size is less than 100, the entire population can be considered as the sample. As the total population in this study is not greater than 100, all 69 employees were included as respondents. Hence, this research employs a census sampling technique, where the entire population is utilized as the unit of observation.

Data collection techniques encompassed primary data obtained through interviews and questionnaires, as well as secondary data derived from documentation/archival records, previous research, journals/articles, literature, and library materials. Respondents' responses were measured using a Likert scale. Simple linear regression analysis was employed to examine the relationship between the independent variable, Human Resource Development (X), and the dependent variable, Employee Performance (Y). Additionally, partial tests were conducted using the T-test to analyze the individual (partial) influence of each independent variable on the dependent variable.

## 3. RESULTS AND DISCUSSION

### 3.1. Simple Linear Regression Test

**Table 4. Simple Linear Regression Coefficients Test Results**

| Coefficients <sup>a</sup> |                |                             |            |                           |       |      |
|---------------------------|----------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)     | 12,835                      | 2043       |                           | 6,284 | .000 |
|                           | HR Development | .559                        | .060       | .750                      | 9,290 | .000 |

a. Dependent Variable: Employee Performance

Based on the SPSS 3.1 results presented above, the regression equation model can be formulated as follows:

$$Y = 12.835(a) + 0.559(X) + e$$

The regression equation model indicates the following:

- 1) The constant (a) value of 12.835 represents the employee performance when human resource development is optimal in the Personnel Agency and human resource development in the Makassar city area.
- 2) The regression coefficient (X) value of 1.986 indicates that for every additional unit of HR Development (X), the Employee Performance (Y) will increase by 1.986. This means that as the level of human resource

development in government agencies increases, the performance of ASN employees also improves.

### 3.2. Determination Coefficient Test

**Table 5. Determination Coefficient Test Data**  
Summary models

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .750 <sup>a</sup> | .563     | .556              | 2,648                      |

a. Predictors: (Constant), HR Development

Based on the processed output from SPSS, the R Square value is 0.563, indicating that HR development accounts for 56% of the variation in employee performance. This means that 44% of the variation in employee performance is attributed to other factors not examined in this study.

### 3.3. Partial Test (t test)

**Table 5. T Test Results**  
Coefficients<sup>a</sup>

| Model      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|------|
|            | B                           | Std. Error | Beta                      |       |      |
| (Constant) | 12,835                      | 2043       |                           | 6,284 | .000 |
| TOTAL_X    | .559                        | .060       | .750                      | 9,290 | .000 |

a. Dependent Variable: TOTAL\_Y

Based on the analysis presented in table 5, it is evident that the significance value is 0.000, which is less than the significance level of 0.05. This indicates that the independent variable (Human Resource Development) has a significant effect on the dependent variable (Employee Performance). Furthermore, the regression equation shows that the t-statistic value of 9.290 is greater than the critical t-table value of 0.559. This significant difference confirms that there is a positive and significant effect of Human Resource Development on Employee Performance. In simpler terms, increasing the level of HR development leads to an increase in employee performance. This finding underscores the importance of prioritizing and investing in human resource development initiatives to enhance overall employee performance. By focusing on the development and nurturing of employees' skills and capabilities, organizations can effectively improve their performance outcomes.

Previously, several studies have contributed to our understanding of the relationship between human resource development and employee performance in various organizational contexts. For instance, a study conducted in PT Borwita Citra Prima found

that individual characteristics, quality of human resources, and training effectiveness have a positive and significant effect on employee performance (Amalah et al., 2023). Similarly, an empirical evaluation conducted in Pakistani organizations revealed that human resource practices positively associate with employee performance, with work engagement and training sessions mediating this relationship (Amir et al., 2022). Another study emphasized a strong and positive relationship between human resource development and employee performance (Basalamah et al., 2022).

Moreover, research conducted at the Directorate of Regional Budget Planning, Ministry of Home Affairs Indonesia, demonstrated the positive impact of human resource abilities and performance allowances on employee work performance (Sukmana, 2022). Additionally, a study in selected banks in the Philippines identified that HR practices, particularly training and development, and compensation and benefits, significantly affect employee performance (dela Cruz & Cabaluna, 2022)

Furthermore, an investigation into the role of employee competencies revealed that certain human resource development practices influence organizational performance through their impact on employee competencies. This study also highlighted the mediating role of employee competencies in the relationship between human resource development practices and organizational performance (Otoo, 2019).

These studies collectively highlight the importance of human resource development in improving employee performance. By focusing on individual characteristics, quality of human resources, training effectiveness, work engagement, and employee competencies, organizations can enhance overall performance outcomes. Moreover, effective HR practices, including training and development programs, compensation and benefits schemes, and performance allowances, play a vital role in nurturing employee skills and abilities, thereby positively impacting employee performance. These findings underscore the significance of investing in human resource development initiatives to maximize organizational performance and achieve sustainable success.

#### **4. CONCLUSION**

Based on the results of the research and the preceding discussion, the authors conclude that human resource development has a direct, positive, and significant effect on employee performance at BKPSDMD Makassar City. This implies that human resource development is indeed a significant factor influencing employee performance. The respondents' feedback indicates that employees have gained knowledge through education and training, which has helped them in their professional growth. While employees have received sufficient knowledge, there is still room for improvement to minimize errors in their work. Moreover, although employees have been able to complete their tasks properly and thoroughly, further enhancements can be made to ensure they meet the company's targets. It is therefore crucial to continue investing in human resource development to foster ongoing growth and achievement among employees.

---

## REFERENCES

- Amalah, K., Riyadi, S., & Ardiana, I. (2023). The Influence Of Individual Characteristics, Human Resource Quality, Training Effectiveness On Career Development And Employee Performance In Pt Borwita Citra Prima. *Journal Of Economics, Finance And Management Studies*, 6(1). <https://doi.org/https://doi.org/10.47191/jefms%2Fv6-i1-36>
- Amir, M., Ali, K., Ali, D., & Ali, A. Z. (2022). Human resource practices and employee performance: mediating role of work engagement and training sessions. *JISR Management and Social Sciences & Economics*, 20(1), 187–208.
- Arikunto, S. (2017). *Prosedur Penelitian Suatu Penelitian Praktik*. Rineka Cipta.
- Basalamah, I., Carda, M., Firmansyah, A., & Bahasoan, N. A. (2022). Human Resources Development And Employee Performance. *Al-Kharaj: Journal of Islamic Economic and Business*, 4(2).
- dela Cruz, M. M., & Cabaluna, A. Y. (2022). Investigating Human Resource Practices and its Impact on Employee Performance in Selected Banks in the Philippines. *Journal of Business and Management Studies*, 4(1), 233–256.
- Irmayani, N. W. D. (2021). *Manajemen Sumber Daya Manusia*. Deepublish.
- Kurniawan, A. W. (2012). Pengaruh kepemimpinan dan pengembangan sumber daya manusia terhadap kepuasan kerja, motivasi kerja, dan kinerja karyawan Bank Sulsebar. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 16(4), 391–408.
- Nugroho, Y. A. B. (2019). *Pelatihan dan Pengembangan SDM: Teori dan Aplikasi*. Penerbit Unika Atma Jaya Jakarta.
- Otoo, F. N. K. (2019). Human resource development (HRD) practices and banking industry effectiveness: The mediating role of employee competencies. *European Journal of Training and Development*.
- Sukmana, P. (2022). The Influence of Human Resource Capability and Performance Allowances on Employee Work Performance at the Directorate of Regional Budget Planning, Directorate General of Regional Financial Development, Ministry of Home Affairs Indonesia. *Journal Of Economics, Finance And Management Studies*, 5(4). <https://doi.org/10.47191/jefms%2Fv5-i4-12>
- Utama, Z. M. (2020). *Manajemen Sumber Daya Manusia: Konsep Dasar Dan Teori*. UNJ PRESS.
- Widodo, S. E. (2015). Human resource development management. *Yogyakarta: Student Library*, 4(3), 43–65.

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).